

## **APPENDIX F**

### **Workforce Plan**

## **I. Agency Overview**

The Texas Legislature created the Texas Commission on Law Enforcement Officer Standards and Education in 1965 to ensure that Texas is served by highly trained and ethical law enforcement and city/county corrections personnel by providing hiring and training standards to state law enforcement agencies. The Commission is responsible for issuing licenses and maintaining proficiency certificates for all peace officers, county jailers, armed public security officers, and telecommunicators, as well as monitoring the statutory compliance of all appointed and non-appointed licensees. The Commission is responsible for taking enforcement action (revocation or suspension) against licensees convicted of, or placed on community supervision for criminal offenses, as well as those who fail to comply with training and licensing requirements. Beyond setting licensing standards, the Commission has a wide range of responsibilities; including developing, implementing, and maintaining basic and advanced training program curricula for education and training of officers, county jailers, and telecommunicators; prosecuting officer violations; creating and maintaining licensing exams; honoring and memorializing peace officer service; providing field assistance across Texas; and providing intergovernmental assistance.

The challenges to these responsibilities are the increasing size of the licensee population and the diversity of Texas. The U.S. Census Bureau estimates that the need for law enforcement, corrections personnel and telecommunicators will increase by 11% by the year 2016. Texas is growing more rapidly than the rest of the United States and a 15% to 20% growth in the number of licensees in the next seven years is plausible and more accurate. This growth in regulatory population coupled with the difference between rural and metropolitan areas creates a difficult task for an agency to create, monitor, and maintain minimum standards that fit the very different regions of Texas. Flexibility and adaptability will be the key to meeting these challenges.

The Commission office is located in Austin, Texas, at U.S. Highway 290 East and Interstate Highway 35, and there are currently 46 authorized FTE's.

### **A. Agency Mission**

To ensure that Texas is served by highly trained and ethical law enforcement and corrections personnel through screening, developing, and monitoring resources and setting standards. Related duties and rules are set forth in Chapter 1701 of the Texas Occupations Code.

### **B. Strategic Goals and Objectives**

The Commission has three main goals and five strategies:

#### **Goal 1- Education, Training and Credentialing**

To create new incentives and opportunities for law enforcement career oriented individuals to demonstrate required competence and to grown in their profession.

**Objective 1-1:** Contribute to a continuing reduction in the threat of crime in Texas by ensuring the competency of new and existing law enforcement professionals.

Strategy 1-1-1: Issue licenses and certificates to individuals who demonstrate required competencies.

Strategy 1-1-2: Manage development, delivery and quality of law enforcement training and education.

### Goal 2- Enforcement and Legal Services

To develop and implement programs to contribute to the reduction of licensee misconduct.

Objective 2-1: Reduce the per capita incidence of licensee misconduct in Texas within the provisions of statutes and rules that govern TCLEOSE.

Strategy 2-1-1: Revoke licenses, suspend licenses, or reprimand licenses for violations of statute or TCLEOSE rules.

Strategy 2-1-2: Provide technical services through field assistance to provide timely and effective personal consultation and to reduce the need for regulatory sanctions.

### Goal 3- Indirect Administration

Objective 3-1: Provide efficient and effective indirect administration at the lowest possible cost.

Strategy 3-1-1: Perform ancillary supportive administrative and executive services to efficiently assist in achieving the mission of TCLEOSE.

## **C. Core Business Functions**

Under the direction of an executive director appointed by the Commission, the staff of the Texas Commission on Law Enforcement Officer Standards and Education implements and enforces the legislative mandates of Chapter 1701 of the Occupations Code and the Commission's adopted rules. The Commission is authorized 46 full-time employee (FTE) positions in three divisions: Credentialing and Enforcement, Education and Training Programs, and Fiscal and Staff Services.

The office of the Executive Director develops and implements agency policies as required by statute; plans, directs and coordinates programs and resources of the agency. The Executive Director directs both a public information section and a legal section.

Major Divisions and their General Duties:

- Education and Training Programs
  - Develops, validates, and maintains course and program curriculum
  - Develops, validates, and maintains licensing exams
  - Evaluates education and training programs
  - Provides program and training assistance
  - POSEIT
  - Web site management
- Credentialing and Enforcement
  - Issues license and certificate, maintains licensing and training records
  - Ethics and ethics programs
  - Issues endorsements, administers tests
  - Coordinates test sites, provides exam results
  - Conducts compliance trends, licensee characteristics, standardized reports, and database management
  - Compliance audits, rules and criminal investigations
  - Homeland security programs
- Fiscal and Staff Services
  - Budgeting and planning
  - Financial and fiscal reports
  - Inventory
  - Purchasing and supplies
  - Facilities management
  - Technology infrastructure, systems and programs security
  - Telecommunications
  - Risk management
  - Payroll and insurance
- Executive Director and Staff Support Services
  - Executive assistance
  - Public policy, agency rules, agency policies and procedures
  - CALEA accreditation and internal inspections
  - Disciplinary actions and hearings
  - Intergovernmental and legislative liaisons
  - Commission meetings and minutes
  - Open records and Compact with Texans
  - Public Information Officer

- Texas Peace Officer Memorial and achievement awards
- Close Up and agency publications
- Family assistance and flag coordination

#### **D. Anticipated Changes to the Mission, Strategies, and Goals over the next Five Years**

The Commission does not anticipate any changes to the mission or major goals in the immediate future. Some additional goals in the area of selection and retention of law enforcement personnel are anticipated as more officers move throughout the state and between states. Customers are requesting more background information on officers and jailers and more and more cities and counties are examining officers and licensees for character flaws that are often only discovered by thorough background investigations.

The Commission also expects a greater and greater reliance upon distance learning education as travel and absence from the home become more expensive and undesirable. This will burden not only existing technology but also necessitate additional development of new and expanded training courses. F-learning and individual pace learning will be examined for effectiveness in certain basic training courses.

A major demand upon TCLEOSE will be the anticipated retirements of many Viet Nam age police officers and the recruitment, selection, testing, and training demands this will place on academies, police agencies and upon TCLEOSE.

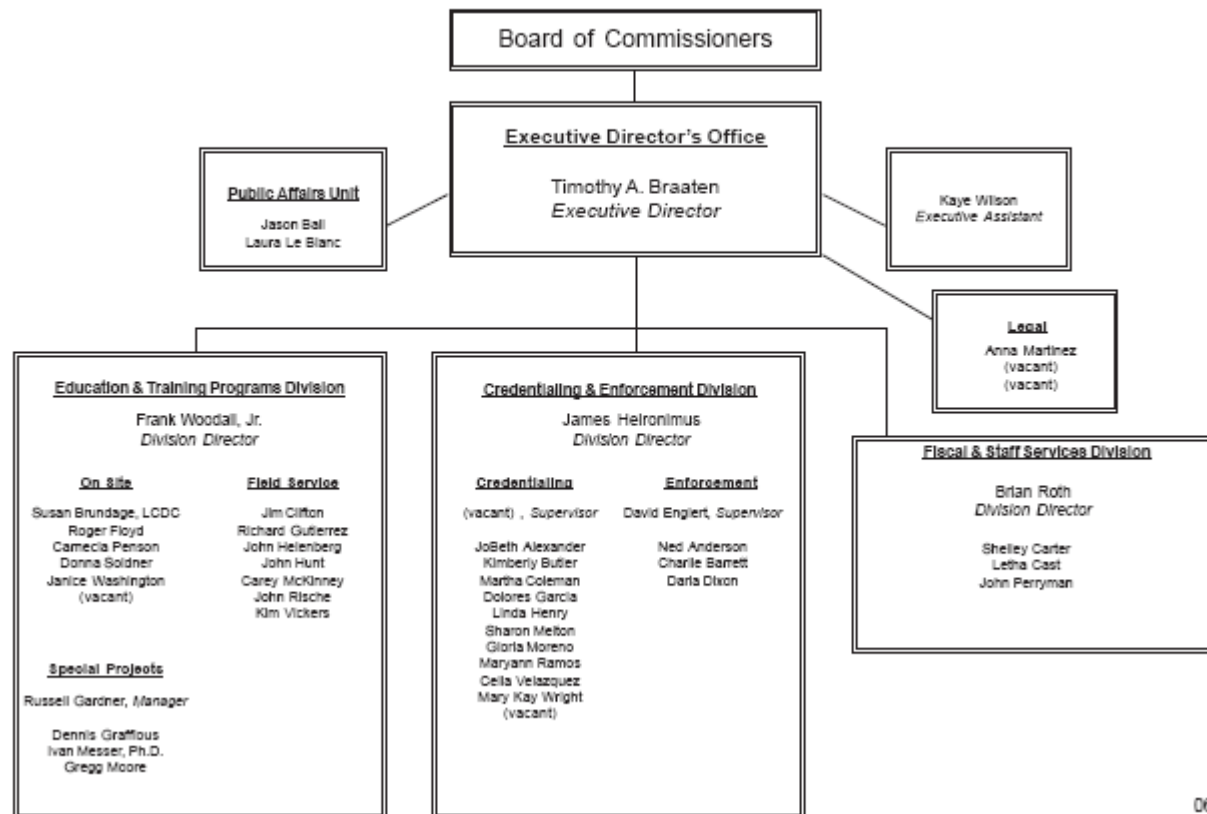
Agency administrators are asking for greater onsite assistance and consultation that will help them satisfy the TCLEOSE rules and will also give them situationally specific solutions to the problems encountered with recruitment, selection, training and retention.

Personnel planning in law enforcement is becoming increasingly difficult as technology demands greater intellect and human resources become more limited. Returning military personnel are anticipated to fill the many vacancies throughout the state. Returning veterans bring experience to departments and many create rF-learning requirements for training and continuing education.

Preliminary research indicates that there may be a relationship between education and reduced incidence of criminal misconduct by officers. If this relationship can be verified, many agencies may consider additional education requirements or incentives for the limited purpose of avoiding criminal misconduct occurrences.

## E. Current Organizational Structure

### TEXAS COMMISSION ON LAW ENFORCEMENT OFFICER STANDARDS AND EDUCATION ORGANIZATIONAL CHART - STAFF



08/11/08

## II. Current Workforce Profile

### Workforce Demographics (as of May 1, 2008)

Gender:	Male	51.1%
	Female	48.9%
Age:	60+	24.4%
	50-59	31.7%
	40-49	24.4%
	30-39	14.6%
	Under 30	4.9%
Race:	African-American	12.2%
	Hispanic	14.6%
	Caucasian	73.2%

Approximate Average State Employment Tenure: 12 years

Approximate Percentage of Employees Eligible to Retire within Five Years: 29%

The following table compares the percentage of African American, Hispanic American, and Female employees (as of May 1, 2008) to the latest state of Texas civilian workforce aggregate totals from the Equal Employment Opportunity Commission's National Employment Summary EEO-1 2005. The agency continues to work toward increasing diversity in its workforce.

Job Categories	State Civilian Workforce			TCLEOSE Workforce								Total Employees
	African American	Hispanic American	Female	African American		Hispanic American		Female		Other Male		
				Total	Percent	Total	Percent	Total	Percent	Total	Percent	
Officials, Administration	7.10%	12.80%	32.30%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	1
Professional	8.40%	10.20%	47.30%	0	0.0%	0	0.0%	1	16.7%	5	83.3%	6
Technical	14.40%	20.20%	43.00%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Para-Professional	18.50%	38.80%	20.50%	3	12.5%	2	8.3%	9	37.5%	13	54.2%	24
Administrative Support	19.70%	27.00%	77.60%	2	20.0%	4	40.0%	10	100.0%	0	0.0%	10
Skilled Craft	10.20%	32.20%	9.00%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Service & Maintenance	21.60%	39.30%	56.80%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total				5	12.2%	6	14.6%	20	48.8%	19	46.3%	41

## Survey of Organizational Excellence

TCLEOSE has participated in the University of Texas Survey of Organizational Excellence. The agency uses the survey to analyze its organizational effectiveness and develop strategies to address identified weaknesses. The latest FY 2006 survey shows positive growth in all 20 areas compared to the previous survey.

		Constructs	Scores	
			Previous	Current
Dimensions	Work Group	Supervisor Effectiveness	321	375
		Fairness	331	387
		Team Effectiveness	326	372
		Diversity	353	394
	Accommodations	Fair Pay	230	277
		Physical Environment	390	407
		Benefits	362	366
		Employment Development	361	388
	Organizational Features	Change Oriented	340	369
		Goal Oriented	346	380
		Holographic (Consistency)	341	385
		Strategic	399	404
		Quality	383	396
	Information	Internal	315	349
		Availability	372	377
		External	378	394
	Personal	Job Satisfaction	368	404
		Time and Stress	373	398
		Burnout	362	396
		Empowerment	354	394



## **Employee Turnover**

The agency's employee turnover rate has improved over the last few years. The state's retirement incentive program was a factor in pushing the turnover rate higher in FY 2003. The following table shows the agency's turnover rate since FY 2002, compared to the state average for the same time period. TCLEOSE data excludes transfers. FY 2006 data including transfers was 17.28%.

<b>Fiscal Year</b>	<b>State</b>	<b>TCLEOSE</b>
2006	15.8%	14.8%
2005	16.9%	11.6%
2004	15.1%	11.4%
2003	17.0%	22.6%
2002	14.6%	33.7%

TCLEOSE expects its turnover rate to mirror the overall state turnover rate during the next five years due to national demographic and economic factors.

Progressive organizations provide learning opportunities for their employees. Learning organizations respond more quickly and effectively to the ever-increasing demand for flexibility and adaptability to time-sensitive customer needs. Learning organizations also see people grow and with professional growth comes increased self-confidence, self-esteem and self-assuredness. The result is turnover in an organization with limited promotional possibilities. Organizations that stress self-improvement benefits from this professional development and then later suffer from people seeking to achieve their personal ambitions.

All turnover is not bad for the individual. Many times it is a positive retention figure in that the individual accomplished something for themselves and for their family that wasn't possible at their present organization. This positive turnover benefits the organization by providing more opportunities for those that remain.

Turnover in an organization is only bad when people leave for the same or lesser jobs. People who improve themselves or retire; these individuals should not be considered as turnover and lumped into a term that has come to have a negative connotation.

## **Critical Workforce Skills**

The Texas Commission on Law Enforcement Officer Standards and Education has many knowledgeable and qualified employees. Critical skills are good oral faceless communications skills, analytical ability with problem-solving skills and decision making.

Future personnel needs will require documentation of historical facts and changes that will be lost when long term employees retire. Efforts have begun to make sure this historical knowledge is documented and passed on before we lose this opportunity.

### **III. Future Workforce Profile (Demand Analysis)**

#### **A. Expected Workforce Changes**

The Texas Commission on Law Enforcement Officer Standards and Education will experience the workforce changes occurring across the country. With an aging population and a more technologically based economy, we will see a smaller pool of applicants for TCLEOSE and for law enforcement in general. The pool available for our customers is becoming critical as retirements far exceed job seekers. Persons entering public service in the 21st century will need to possess many more skills, however. In law enforcement character is far more important at first and skill development can come second. Many agencies are having difficulty at first recruiting individuals with the requisite character at the salary levels available. Secondly, once recruited, they are having to be very patient as they devote hundreds of hours to the task of training to the necessary skill level.

#### **B. Future Workforce Skills Needed**

To meet future increased demands, the agency will need additional personnel. Near maximum efficiencies have been made with present employees. It is anticipated that there will be a 15% to 20% increase in licensees by 2016. A large number of Viet Nam era retirees will necessitate higher than average need to fill retirement vacancies.

With anticipated growth of Texas cities and counties, along with increasing demand for police officers, jailers and telecommunicators, demands for licensing and training will only increase. Field service agent assistance is designed to reduce the need for invasive regulatory action into licenses will reduce the need for legal action. Increased training and credentialing demands will far outweigh any reduction in regulatory responsibilities.

Future employees will need to possess the same critical skills needed as our present employees need.

#### **C. Anticipated Increase in Number of Employees Needed**

Although TCLEOSE is authorized to have 46 FTE's, the FY 2008/FY 2009 budget will support 42 FTE's. The appropriation for personnel is \$150,000 less than the anticipated payroll costs and as such this agency has been forced to operate with 42 FTE's rather than the necessary and authorized number of 46.

The need for TCLEOSE is to fully fund the existing authorized compliment of 46 positions. Once these positions are funded, our anticipated need for FY 2010/FY 2011 is one computer technician to facilitate paperless reporting, distant learning, virtual reality training and F-learning.

#### **D. Critical Functions that must be Performed to Achieve the Strategic Plan**

The functions of test design and administration, distance learning, curriculum development, examination validation, web management, license and certificate issuance, records management, public information response, standardized reporting, compliance auditing, legal research, disciplinary actions and hearings, achievement awards, flag presentations, and technology infrastructure are all critical to the achievement of the strategic plan.

#### **IV. Gap Analysis**

A major gap identified by our customers during our strategic planning, process and also through numerous personal contacts by Commissioners, the Executive Director and staff is the on-going need to more effectively communicate with all the regulated agencies, academies and training providers. Although TCLEOSE utilizes quarterly newsletters, a comprehensive website, advisory councils and numerous other methods of communication, we have an on-going need to make greater strides in effective communications.

A solution to this gap will facilitate greater transparency of government and inspire the new strategy in Goal 2 to reduce the need for regulatory sanctions. We will continue to seek more effective means with our present communications and pursue additional efforts to enhance the communications between ourselves and our customers.

#### **V. Strategic Development**

To meet the needs of the ever-increasing customer demands, the agency has accomplished the following:

- we have recruited and trained seven field service agents who are being well-received and effective in the performance of their tasks
- we have embodied the concept of career development in our everyday management and supervision
- we have and continue to emphasize the need to hire character and train competence
- we have again redesigned the organizational structure and flattened the design reducing one complete division
- we have reengineered many of the paper flow processes and we have come up to real-time in our turnaround of documents
- we have successfully migrated to a new and more comprehensive data network
- we have revamped our performance measure calculations and have rededicated ourselves to performance monitoring
- we have revisited our rule making process and have enhanced communication of prospective rules and administrative changes

During the next two years, we will:

- promote better communications and information sharing by maximizing present communication methods, developing new means for communication and enhancing the field service assistance communications
- update and distribute best practices for our customers to help in their self-improvement efforts
- perform a predictive validity study on the relationship between performance in basic training as a predictor of future job performance
- finalize research into whether education attainment is a predictor in recorded criminal misconduct of licensees
- enhance the availability of online training through partnerships with other providers
- develop more paperless reporting in an effort to avoid future personnel costs as we experience greater demand in licensees